

MIDCAREER COURSE NO. 13

COURSE REPORT

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General Observations

Midcareer Course No. 13 was conducted from 9 July to 18 August 1967. While the course ran without any major crisis or flap, it was subjected to numerous minor problems which required some rescheduling and many adjustments in the program.

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than originally scheduled. The untimely demise of the DDP also caused a cancellation of Sunday's afternoon session as well as four DDS speakers on the Tuesday, the day of the DDP's funeral. Two of those speakers we were able to reschedule; the other two were lost.

As usual the Midcareerists comments on the Midcareer Executive Development Course ranged from "Outstanding", "The best Agency training I've ever had. . ." to those of one student who wanted to completely reorganize the course. Student comments are attached.

On 5 July, the Deputy Director of Central Intelligence opened the 13th MEDC with a few well-chosen remarks which further emphasized the fact that Agency top management was in full support of the course.

Our principal speaker for the closing session was Mr. Eugene V. Rostow, Under Secretary for Political Affairs, who made some very cogent observations on the political background of the crisis in the Middle East. In addition, his candid responses to questions of the Midcareerists on various aspects of foreign policy were very well received. The excellence of the speaker as well as the use of the USIB conference room made for an excellent climax to the course. Admiral Taylor was kind enough to escort and introduce our distinguished guest and remain for the whole session.

Following the precedent that he established during the last running of the MEDC, the Director of Central Intelligence closed the course by

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answering questions proposed by the Midcareerists. This time, the students had advance notice of this procedure, and the quality of the questions was better. As usual, the DCI responded with a deep quality of conviction and commitment, and permitted himself to stay an additional fifteen minutes to be sure that he had answered all of the issues raised by the questioners.

Thirty-two students were in the 13th running of the Midcareer Course. However, the 32nd student (a European Division last-minute replacement) did not take the Grid because he had not had enough time to prepare for it. He will take the Grid during the next running of the course as two students from #12 did this time. Another student who attended the last five weeks of this course, was one that was pulled out of #12 after he had completed the Grid.

Phase I

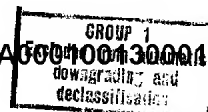
25X1A These Midcareerists, as other groups before them, thoroughly enjoyed the Grid exercise, citing as reasons for this, their exposure to various types of managerial styles and the peer group evaluation of themselves. Many rated this as the most significant part of the course. With respect to the choice of geographical location and scheduling of the Grid, 28 out of 30 felt that the Grid should be given at [REDACTED] during the first week of the MEDC, citing it as a "real ice breaker."

Several comments were noted: "Give to all Agency GS-13's and above, cut out the Career Trainees." "Teach it overseas to those DDP and Commo types who are not in the states long enough to take the Grid." "Cut to three days. . . overselling. . . revamp the course to better fit Agency management problems." "Considering the initial cost, why not give each student a copy of the textbook."

Phase II

25X1A Vacations and the press of business caused some changes in the Phase II schedule. [REDACTED], Chief SB Division sent his deputy 25X1A [REDACTED] in his place. [REDACTED] Operations FE Division had his newly appointed Chief of Operations,

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25X1A [redacted] fill in for him.

25X1A [redacted] the new CS representative at [redacted] filled in 25X1A
 admirably for his predecessor [redacted] and in addition to speaking 25X1A
 on CS Field Activities attended all of the informal CS presentations at
 25X1A [redacted] hopes to discuss with the DDP the possibility
 of more candor in CS presentations in the future. As a basis for his
 argument he plans to cite the "special classification" material given
 elsewhere in this course by other Directorates and other agencies.

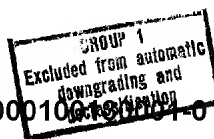
25X1A Another excellent lecture by staff personnel was that by Edward
 [redacted] who gave a well-rounded presentation
 on the "Nature and Scope of Covert Activities of CIA." His presen-
 tation was geared to making these activities have significant meaning
 to the whole Midcareer group. He succeeded admirably.

25X1A An innovation during this course was the undertaking of an after-
 noon informal session with the Director of Economic Research and the
 Director of Current Intelligence, neither of whom could obligate them-
 selves to be out of the city overnight. This was accomplished by
 25X1A bringing them down to [redacted] at noon in time for lunch, having
 them both speak for an hour and then transferring the group to [redacted] 25X1A
 25X1A [redacted] for the informal session. Since neither of the speakers could
 stay for dinner, they were homeward bound by 1730.

25X1A Because of the above arrangements, we were able to take advan-
 tage of the presence of [redacted] who appeared in the afternoon
 25X1A as the [redacted] Course speaker. We scheduled him as the
 after-dinner speaker at [redacted] here he made an interesting presen-
 25X1A tation on the Agency concepts of counterinsurgency. Much of his dis-
 cussion was lost on non-CS Midcareerists largely because his speech
 was given out of context. Next time, we will strive to have him appear
 in Headquarters on the day we devote to counterinsurgency.

The sudden death of the DDP affected our Phase II program on two
 days. The Sunday afternoon session with Messrs. [redacted] 25X1A
 had to be cancelled when both parties decided that they had to leave
 to assist with funeral arrangements. The Midcareerists were given the
 rest of the day off. On the following Tuesday (the day of the funeral)
 four of the five scheduled DDS speakers cancelled at the request of

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the DDS. Fortunately, the Deputy Director of Personnel, who was on the Base, agreed to stay and speak as scheduled early Tuesday morning but he, too, cancelled his evening appearance so that he could return to Washington for the afternoon funeral services of the DDP. This left us with almost a full day and evening to try to re-schedule on short notice.

25X1A [REDACTED], however, did arrive on the morning plane (he had decided to come down the day before he was scheduled to address the Midcareerists so that he could hear the presentations of the Director of Security and the Director of Medical Services). Mr. [REDACTED] did make 25X1A his presentation and returned to Washington late that afternoon. The rest of the day was utilized by rescheduling the students' individual presentations; the evening was then declared a free one.

As the "wind-up" speaker for the last day at [REDACTED], we usually 25X1A try to get John Clarke, Chief, Planning, Programming and Budgeting Staff. Mr. Clarke left for a vacation and sent Mr. [REDACTED] 25X1A Chief, Program Analysis Branch in his place. Mr. [REDACTED] did a compe- 25X1A tent job, but it lacked the dramatic impact of Mr. Clarke's presentation.

In order to increase the coverage of agencies representing the intelligence community, Mr. [REDACTED] the FBI Liaison Officer 25X1A to CIA, was asked to speak. His presentation on the developments in CIA/FBI relationships was well received.

The trip to NSA this running was outstanding. We had excellent speakers and their hospitality was overwhelming. General Carter set the tone for the whole day with a most gracious welcome.

Phase III

25X1A Our scheduled speaker for Soviet Internal Political Developments, [REDACTED] was a "no-show" in spite of repeated letters and phone calls to confirm his appearance. Mr. 25X1A [REDACTED], a last minute substitute from the Office of National Estimates, was an excellent replacement.

The weakest day of Phase III was that devoted to International Organizations. Typical was our experience with the speaker on the

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United Nations, Miss Betty Jane Jones. She was the third substitute designated by the U.N. Office at State to give this presentation.

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Outstanding speakers of this week were Stuart Rockwell, Deputy Assistant Secretary for Near Eastern and South Asian Affairs, and

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[REDACTED] who spoke on China. In addition, [REDACTED] made our day on insurgency a success.

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The field trip was a series of highlights beginning with an excellent day at Cheyenne, Wyoming where we rode helicopters to the missile sites. The Manned Spacecraft Center at Houston had an excellent program for us and 26 of the 35 people on the trip took advantage of our visit to Houston to watch a ball game at the Astrodome. Cape Kennedy was literally overwhelming and our day there was capped by seeing a test firing of a Minute Man Missile just minutes before our plane departed for Washington. The trip was a fitting climax to a fast paced, stimulating, six weeks.

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OVERALL VERBATIM COMMENTS

Thirty out of thirty-two students wrote overall comments. Two papers were unidentified as to Directorate. There were no comments identified as written by the O/DCI Midcareerist.

I. Unidentified Midcareerists

"It has been well managed. Schedule changes were handled smoothly. I feel that this course is a rare opportunity for an Agency employee to be brought up to date on Agency organization, problems, and successes. The field trip was enjoyable but felt to be more of a personal gain than an Agency gain."

"Overall I found the schedule of the course fine as is. I agree with the 'Grid' first and the field trip last. Further, I would like to see continued the Part II at [REDACTED]. I would like to commend the 25X1A chief instructor on managing 30-plus men with unique tact."

II. DDS&T Midcareerists

25X1A "I think the Course is an excellent one and that it offers a fine and varied program of great value to those privileged to take it. An outstanding feature of the course is the very fine manner in which [REDACTED] did his job as director. I don't see how this job could have been done better."

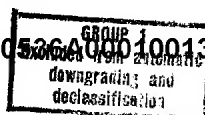
"Outstanding. I consider the course a rare opportunity to learn about the Agency and its problems and broaden my understanding of the U.S. intelligence efforts and U.S. foreign policy problems."

25X1A "An excellent opportunity to broaden understanding and viewpoints which have been kept narrow by compartmentation. Degree of diversification of subjects and choice of speakers deemed very fine. Manner which [REDACTED] managed course outstanding."

III. DDP Midcareerists

"Six weeks seemed rather long in retrospect. I should think the following might be appropriate if there are policy/training

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considerations for changes:

One week at [REDACTED] on the Grid	25X1A
One or two weeks at [REDACTED] on the Agency	
One week on USG/World Affairs at Headquarters	25X1A
Field Trip	

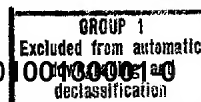
Three weeks on the Agency was rather prolonged and could be projected, without too much loss, into two weeks plus a day at Headquarters for morning tours plus session with Deputy Directors in the afternoon. The Phase III on U.S. Government and World Affairs can be beefed-up with more non-USG participation. As now constructed, I found the Midcareer Course excellent and of outstanding value. It is the best course presented by training which takes into consideration age and grade plus diversification of officers. However, a grade extension of more than one (GS-13 and 14) or age over 43-45 or Agency experience of less than 7 - 10 years or over 18 should be avoided, if at all possible. This is difficult though for CS officers who find themselves overseas during medium qualifying periods. The Midcareer Course is a unique experience within the Agency and of outstanding value and impact."

"Well programmed; efficiently handled. The best course I have taken."

"I personally think that the Midcareer Course is a valuable course because it permits Agency employees to acquire the type of overall outlook on the Agency's organization, functions, requirements and accomplishments which they could not normally acquire in the normal course of doing their jobs and which are necessary for midcareer employees to do a better job. Likewise the course is of benefit to the Agency because as a result of taking the course, the employee has a better understanding of what the problems the Agency faces and how he can make a sure effective contribution to the overall effort to accomplish the aims and objectives of the Agency."

"The course was excellent with no notable weaknesses. The major advantage was the opportunity presented to rub shoulders with officers of various Directorates and senior officers of the

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Agency at [REDACTED] This applies both for the Grid and Phase II. If possible, I would suggest that increasing the time at [REDACTED] would be of value. Have a few of the best Phase III speakers come down for an entire day. A day with [REDACTED] would be an example.

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State Department could have a day, provided the speakers were well selected. In general, it might be possible to cut down on the number of speakers in Phase III and spend more time with the best. An informal, off-the-record, relaxed, seminar-type atmosphere should be strived for."

"This is probably the most valuable single training course I have been through. For the first time I have a real, as opposed to, a theoretical understanding of the functions of the other parts of the Agency and of their ability to perform these functions. As a result, I am able to put my own role and office into perspective. I should add that my exposure has given me a higher opinion of the competence of the Agency and its employees than I developed in 17 years of service in the DDP. My only adverse criticism is of the third phase lecturers some of which seemed aimed at raising the general educational level rather than examining current problems. This course could well stimulate participants to explore new fields but should make no effort to give the student background of a general nature. The speakers on technical subjects such as ADP made no effort to explain the general electronic theory on which their devices worked. Similarly the speakers on China should not go into the basis of Chinese culture. Chinese culture has no place in the course though students may be stimulated to reading on Chinese culture by a lecture on current Chinese political dynamics."

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"The course was outstanding in general and in most particulars. It was the first opportunity I've had to get an overall look at the Agency and the way its individual components fit together. The speakers were excellent overall, with a few obvious exceptions. Beginning the course with the Managerial Grid worked well as it drew the group together. I think [REDACTED]'s performance was perfect. He was easy going and easy to get along with yet conscientious and hard-working."

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"The reading phase seemed the weakest. Suggest readings be designed to provide background to the individual presentations so that the speakers could deal with the issues rather than the nuts and bolts. For example, we could have read the part on history of China and spent more time on the issues of today and what might develop. We could have read as background the many, many presentations on organization and functions of the various offices and departments and let the speakers deal with problems and results. Overall the course is outstanding. Each part made a definite contribution to me and I believe I will be a more effective person on every level as a result."

"Academically, intellectually and professionally stimulating. Well organized and scheduled. Actually the most rewarding course I have had the privilege to attend at this Agency."

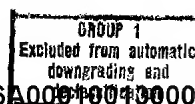
25X1A "The course is a magnificent opportunity for us to look up above our desks and see and think about the world, the U.S. Government and how we fit in. I have nothing but praise. The course chairman, Mr. [REDACTED] did an excellent job."

25X1A "The course was the single most significant learning opportunity afforded me by the Agency in sixteen years. Both in terms of the self-knowledge of managerial style given by the Grid, and in terms of educational value in a professional sense, officers who participate in this course with commitment and enthusiasm cannot fail to increase their effectiveness, and the range of their usefulness to the Agency. Mr. [REDACTED] represents the Agency with distinction to the other agencies with which we have contact in Phase III, and OTR should hold on to him for this course - to the success of which he adds greatly."

"The value of information conveyed to us dropped severely with the speakers in Phase III. As to opening up 'new horizons' the presentations from 'other' Agency Directorates was no doubt most instrumental; the field trip probably merely confirmed or improved on 'visualization.' The absence from routine office chores and the chance to gain additional perspectives should be of some benefit to all; in the long run over years and decades, the acquaintance with officers from other 'walks of Agency life' will benefit mostly the Agency as

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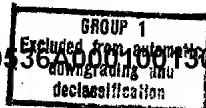
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such and this is perhaps the best aspect of this type of course. However, since it is called Midcareer Executive Development Course (and not Breaking Down of Barriers Development Course) one might expect more attention to the nominal reason for it. The Grid in no way serves this purpose, it is perhaps only the very initial introduction. One thus might expect from such a course perhaps seminar sessions with Agency officials qualified and ready to discuss frankly and bluntly various Executive or Management topics starting from the validity or hopelessness in planning intel ops years ahead to effective handling within the scope of current tolerance of such every day personnel problems as how to deal with WW II secretaries who now are hopelessly beyond their competence in trying to live up to their since acquired grades. One might perhaps also rightfully expect that some attention is paid to the individual career; there were rumors that some divisions in DDP require a five-year plan; this may be unrealistic but some attention to 'wither midcareer?' might be appropriate, e.g., a standard session with division chiefs or equivalent on what, if anything, they have in mind for the person they approved for this course, or was this selection merely because no one else was available. Briefly then, as I understand the history, some years ago there was a feeling that 'something' should be given as a midcareer course; a very useful combination as administered to us in #13 emerged, but this is no reason to perpetuate this formula and the basic comment which I guess I am trying to make is this: The course is good, perhaps very good; everyone I have talked to says so, also from previous sessions; but this can be the kiss of death because nothing is ever so good that it can't stand change, even radical change. The problem is there, but I do not know how to solve it: We need more competent managers in this organization; this course is a noble attempt to come to grips with this problem but let us not fool ourselves that the course produces in any way more competent managers; probably no course can. If this be so, perhaps it can at least identify competent managers or better, help confirm or deny the supposed identification of such by the divisions and offices. Is total lack of evaluation then completely proper? Could a 'secret' evaluation by one's alleged peers be of any validity at all or would the very obvious objections to this make everybody be diametrically opposed to it. How does IBM and General Motors identify its future managers. Can we learn anything from it?"

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SECRETIV. DDI Midcareerists

"The course represents one of the finest experiences it has been my good fortune to receive. The Managerial Grid, the exposure to Agency policies, operation and organization as well as those of the rest of the Community have given me a perspective that is like the dawn of a new day. My sense of participation has been enhanced enormously and I feel that I now have a quantitative conception of the Agency and the role it plays as an instrument of U.S. policy."

"Extremely valuable experience, well designed to achieve stated purpose of Midcareer Development. My overall knowledge of Agency and other governmental programs is greatly improved. I am most appreciative of having had this opportunity. I felt the most favorable impact from the trip to the missile and space centers, but was also very strongly impressed by the Grid. The overall organization and administration of the course was so outstanding that I can not suggest any improvement in this respect. Had some feeling of saturation with briefings during first week after return from [REDACTED]."

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"The course as a whole exposed me to vastly different Agency experiences, and much new information which significantly broadened my knowledge of the Agency and its mission. I am convinced it will contribute substantially to improved performance in my present job, and would be essential in a management position."

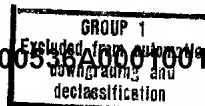
"I thought the course was excellent. I learned a great deal about the Agency, and the U.S. Government and world affairs sections were also good overall. Looking back at the course I would suggest that there be somewhat fewer speakers and somewhat more emphasis on preparatory reading. I also want to commend [REDACTED] for his work in managing the course. I can't imagine anyone doing a better job."

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"This was an excellent course. It was very valuable to me because it provided a broad appreciation of the Agency's various jobs and methods of performing them. It also provided my first insight into the personalities of the various leaders of the Agency. The major part of the course which could stand some improvement

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was the Part III presentations from other agencies. Some of these were 'dry' and in some cases rather boring. The field trip, the Grid, and Part II were very excellent with few exceptions. Suggest that consideration be given to shortening to one week the presentations of Part III by including only the best speakers from each agency."

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"The course as a whole was excellent and this was in large part due to [REDACTED]. In various previous critiques I have raised minor criticisms of speakers and topics, but in general I can see little room for great improvements and this I see as a real tribute to Mr. [REDACTED] planning and day-to-day direction."

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V. DDS Midcareerists

"Outstanding. But don't be afraid to change parts of the course on subsequent runnings. Be careful about becoming too rigid."

"As a whole the course appears to be well conceived and executed. Apparently enough experience from prior courses has enabled OTR to present an excellent, balanced curriculum of topics, speakers and readings. A little more indoctrination and explanation of the philosophy behind the Midcareer Course would be useful. In other words before the course began, an overview of the three parts would have been useful. Briefly, what are the course aims, how do the three parts relate to the course aims or goals."

"Overall, the course has been an outstanding experience. As a result of the course, I feel I have an understanding of the Agency that could not be obtained in the performance of a normal assignment within a Directorate. The portion of course covering U.S. Government and world affairs was interesting and beneficial from a broadening standpoint. The field trip was an excellent conclusion to the course and was an experience which will long be remembered. The planning, coordination and management of the course was excellent."

"The Midcareer Course has been one of the finest personal experiences I have had in this Agency. Taken as a whole, the course was well prepared and well presented. Much of the success of this course can be ascribed to the personal leadership of [REDACTED]. [REDACTED] has a real capacity for organizing and pacing this course."

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"Overall - excellent. Working in DDS I just did not have an idea of what other Directorates did or how they worked. Management was very good and I suspect it is a difficult job. Organization was generally good and very few 'blank' spots."

"I feel that the course has great value for myself and the Agency. It gave each of us an opportunity to see and appreciate the goals, problems etc., of other Agency components. It should go a long way in reducing the parochial views so prevalent in this Agency."

"Excellent. I personally feel that I can do a much better job having had this experience as a result of the more personal relationships developed with my fellow colleagues. It has created the opportunity to cross over the obstacles of tribalism and to accomplish changes for the better - 'planning for logistical support, etc.' "

"Excellent training technique for acquiring knowledge in areas of top level management applicable to multiple facets of the Government. Although an indirect insight was obtained as to private industry management techniques and problems via exposure of the many corporations associated with the NASA space program, believe that a lecture from a top level executive in private industry would enhance the value of the Midcareer Course. Nonetheless, the Managerial Grid, information obtained from the speakers, both internal and external, and the field trip were invaluable, in my opinion, for providing generalist training as an instrument toward the assumption of greater responsibilities in future executive positions. Utilization of the training site is an excellent technique for concentrating on the purpose of the course, i.e., to achieve new insights in areas of knowledge pertinent to executive leadership."

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